

THE DEPARTMENT OF ECONOMIC & COMMUNITY DEVELOPMENT PRESENTS



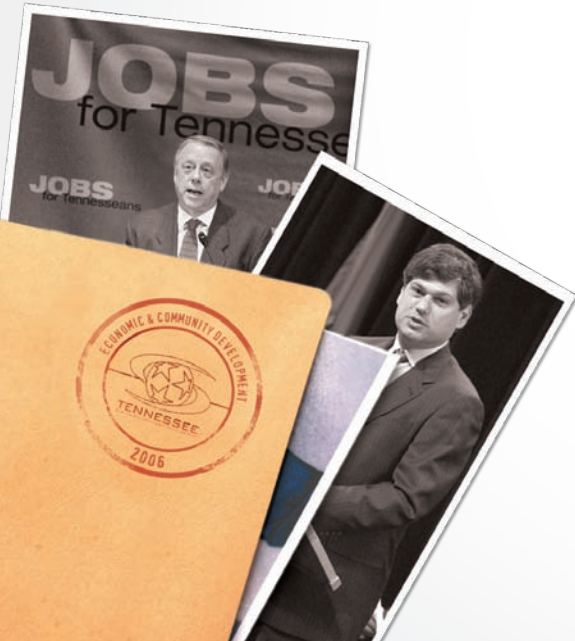
MISSION POSSIBLE

THE 2006 ECD PLAYBOOK

THE MISSION

(and we chose to accept it...)

To foster higher-paying and better skilled jobs by recruiting new industries and helping existing industries grow.



GOVERNOR BREDESEN'S PRIORITIES

At the Tennessee Department of Economic and Community Development, our efforts align with those priorities Governor Bredesen established from his earliest days in office. He believes our state's wealth lies in providing opportunity for those hard working Tennesseans seeking good jobs with a good future. To that end, Governor Bredesen is focused on:

- Leveraging the full muscle of state government through effective use of the Jobs Cabinet.
- Investing in both traditional and high tech infrastructure.
- Focusing on educational improvement with the knowledge that development of a skilled workforce is key to attracting new jobs.
- Making meaningful policy changes that reflect a changing economy.
- Providing a rapid response to Tennessee companies seeking to expand.

2005 was a watershed year for economic and community development in the state of Tennessee.

After two years of re-tooling, reorganization and re-focusing, ECD placed emphasis on executing an ambitious strategic plan. Those efforts produced both high profile jobs announcements and significantly changed the way the state and local communities work together to create good jobs for Tennesseans. Our nation's economy was in a significant transition period as well. Across the country, companies in both the manufacturing and service sectors continued to face cost pressures prompting a closer look at overseas labor markets. Growth in U.S. GDP fell precipitously to 1.1 percent in the 4th quarter of 2005 following 4 percent growth in Q3, prompted by a steep decline in automobile sales and consumer spending. Rising fuel costs and business losses related to Hurricane Katrina also dampened the economy and prompted a slide in business investments in inventory. Despite the economic slowdown, Tennessee saw a net gain in job creation. Since January 2003, ECD has been involved in more than 2,500 projects resulting in the creation of more than 85,000 jobs and investment of \$10.5 billion in capital into our state. Still, any objective look at Tennessee's job creation

efforts over the past three years requires a look back at how ECD has changed its focus in order to adapt to a changing economy.

When Governor Phil Bredesen took office in 2003, the state of Tennessee's approach to job recruitment and economic development had been successful. But Tennessee was faced with an economy undergoing rapid change. Technology was emerging as a key driver of economic development and industries which had been a mainstay of Tennessee's economy for decades were facing new pressures. With globalization emerging as a force in many corporate decisions, Governor Bredesen and ECD Commissioner Matthew Kisber decided to take a fresh look at how Tennessee creates economic opportunity for its citizens.

Both Governor Bredesen and Commissioner Kisber knew first hand it wasn't uncommon for state officials and local chambers and elected officials

to not coordinate their efforts and leverage their resources to attract industry. Companies looking at Tennessee as a business location sometimes made other decisions, fearing turf battles might slow the process of expanding or relocating. That's why one of their first steps was to create the Jobs Cabinet. Chaired by Commissioner Kisber,



the Jobs Cabinet pulls the commissioners of Economic & Community Development, Labor, Environment, Tourism, Agriculture, Transportation and Education into a single body with representatives of higher education, industry and local economic development agencies to develop a common approach to job creation. The result has been a single point of contact for companies, along with greater cooperation and less bureaucratic infighting among agencies involved in job growth.

Commissioner Kisber publicly stated his goal for ECD was to become a national "best practices"

"TENNESSEE CONSISTENTLY RANKS AMONG THE *TOP 10 STATES* FOR BUSINESS CLIMATE. "

model. With that in mind, he asked a nationally recognized economic development consulting firm to conduct over 500 internal and external interviews about ECD's strengths and weaknesses. For the first time, career department employees were asked their opinions about what works and what doesn't. Strategic planning sessions were conducted and the department's employees developed a mission statement around which everyone could rally. A plan for cultural change, called "Project New Day" was instituted and departmental morale improved dramatically. For the first time, ECD published its 2003 Playbook, outlining its goals and setting out a clear set of objectives, raising accountability for the state's efforts. Commissioner Kisber realized Tennessee could not take a "one-size fits all approach" to creating jobs in a diverse state, so he commissioned the first-ever study of the state's

regional economies by the University of Tennessee. As a result, economic development districts were created across Tennessee, staffed by ECD jobs development specialists. Employers and local officials expressed surprise when ECD specialists began knocking on their doors, asking how the state could remove barriers to business expansion and job creation.

COMPETITIVENESS

ECD also took a hard look at those areas in which Tennessee was not competitive with surrounding states. Discussions with employers across the state revealed significant problems with Tennessee's Workers Compensation system. Long-standing industries in Tennessee were making it clear they could not compete in a global environment while facing burdensome legal costs from Workers Comp claims. In 2004, Governor Bredesen introduced and ECD and the Department of Labor supported the first top-to-bottom rewrite of Tennessee's Workers Comp laws in a decade. The result was a reduction in premiums for Tennessee employers of

more than \$70 million and in 2005, the number of administratively mediated Workers Comp cases in Tennessee rose by more than 20 percent, meaning millions of dollars in legal costs for both workers and employers have been taken out of the system. Communities were also a focus of ECD's effort to "re-tool the toolbox." Working with members of the General Assembly, the jobs tax credit incentive for companies locating in distressed counties was raised from \$2,000 to \$4,500 dollars and new tax credits have been established to encourage companies with substantial capital investments in Tennessee to also move their corporate headquarters here. In an increasingly competitive economic development environment, Governor Bredesen and Commissioner Kisher insisted Tennessee take a common sense approach, eschewing upfront payments to prospective companies in favor of measured tax incentives that encourage future capital investment, job creation and worker training over time.

RECOGNITION

The results have been impressive. Tennessee consistently ranks among the top 10 states for business climate. Respected economic development publications like Site Selection, Expansion Management and Business Facilities have lauded the changes made by Tennessee. California's Milken Institute rated Tennessee 11th among the 50 states in its annual "Best Places to Do Business" rankings and rated Tennessee in the top five for lowest tax burden.



HEADQUARTERS

CORPORATE HEADQUARTERS

MISSION: QUALITY JOBS

The challenge facing the state of Tennessee in the age of globalization is to attract and create jobs that will thrive in the new reality of the world economy. Jobs with low wages and low skills are no longer an option. To succeed, Tennessee must focus on innovation, creativity, productivity and a commitment by workers to life long learning. Technology is integral to maintaining leadership in job creation and a quality work force will attract quality jobs. Tennessee's efforts to bring its job creation programs into line with the changing economy resulted in high profile success in 2005, especially in the area of corporate headquarters.

Since 2003, Tennessee has attracted 17 new corporate headquarters. Long known as a center for manufacturing excellence and productivity, the world is now looking to Tennessee for its unique combination of entrepreneurial spirit, business innovation and managerial competence.

In July, the senior leadership of International Paper decided Tennessee was the best place to build its reputation as a global leader in the paper and packaging industry. Approximately 90 senior executives and corporate managers for IP joined more than 3,000 IP employees already living and working in Tennessee. In choosing a new corporate headquarters location in Memphis, IP CEO John Faraci said the company would achieve significant results by bringing the company's corporate

leadership together with its operational leadership, already headquartered in West Tennessee.

In November, the Chairman and CEO of Nissan Carlos Ghosn joined Governor Bredesen and Commissioner Kisber at the State Capitol in Nashville to announce Nissan would move its North American corporate headquarters to Franklin, Tenn. The move would mean the creation of more than 1,200 executive, managerial and administrative jobs in Tennessee, with an average salary of more than \$85,000. Citing Nissan's 25-year history in Tennessee, Ghosn said "we believe relocation will offer long-term benefits in overall investment and operational costs, coupled with the favorable business, legal and taxation climate that exists in Tennessee."



Tennessee counts the automotive and health care sectors as key growth leaders.



"...YOU CAN MAKE A PRETTY GOOD LIFE FOR YOURSELF IN TENNESSEE."

- Governor Phil Bredesen

In thanking Mr. Ghosn and the Tennessee employees of Nissan for the decision, Governor Bredesen offered words of welcome to the company's employees who will be calling Tennessee home, saying "with creativity and a little hard work, you can make a pretty good life for yourself in Tennessee."

A study by the University of Tennessee estimated Nissan's announcement would lead to the creation of more than 13,000 indirect jobs and inject more than \$500 million dollars annually into the Tennessee economy.

As of January 2006, Tennessee is home to 21 companies on the Fortune 1000 list.

Fortune 1000 Companies in Tennessee

COMPANY	CITY
Caremark, RX, Inc	Nashville, TN
FedEx Corporation	Memphis, TN
HCA, Inc	Nashville, TN
UnumProvident Corporation	Chattanooga, TN
Nissan, North America	Franklin, TN
International Paper	Memphis, TN
Dollar General Corporation	Goodlettsville, TN
Eastman Chemical Co.	Kingsport, TN
AutoZone, Inc.	Memphis, TN
Community Health Systems	Brentwood, TN
Louisiana-Pacific	Nashville, TN
First Horizon National Corp.	Memphis, TN
CBRL Group, Inc	Lebanon, TN
Vanguard Health Systems	Nashville, TN
Tractor Supply Corp.	Brentwood, TN
Accredo Health, Inc	Memphis, TN
Thomas & Betts Corp.	Memphis, TN
Fred's, Inc.	Memphis, TN
Mueller Industries, Inc	Memphis, TN
Renal Care Group, Inc	Nashville, TN
King Pharmaceuticals, Inc	Bristol, TN

International Paper moves its corporate HQ to Tennessee
— August 16, 2005

International Paper Global Headquarters
INTERNATIONAL PAPER Memphis, TN



Nissan moves its North American HQ to Tennessee
November 10, 2005.



MISSION ACCOMPLISHED

**COMMUNITY DEVELOPMENT
THREE-STAR**

MISSION: COMMUNITY

A key tenet of Commissioner Kisber's approach to reshaping economic development in Tennessee has been a focus on communities and insuring they have the infrastructure in place to take advantage of job creation opportunities when they come along. The primary vehicle for assisting local communities has been ECD's Three-Star community development certification program. For many years, however, the Three-Star program was largely a paperwork formality for many Tennessee communities with little substantive value. In 2004, Commissioner Kisber and Assistant Commissioner Joe Barker revamped the Three-Star program, putting into place serious requirements for certification, including a five-year strategic plan and

"WE REFER TO THREE STAR COMMUNITIES AS 'THE BEST OF THE BEST'"

-Joe Barker
Assistant Commissioner of Community Development

regular meetings with the communities' largest employers to create more focused dialogue around barriers to job growth.

Although Three-Star certification now requires a more pro-active approach to development, communities across the state of Tennessee have embraced the program. In 2005, 80 Tennessee communities encompassing 75 of the state's 95 counties and more than 350 individual municipalities applied for the program and received certification. The communities received their Three Star awards at the 2005 Governor's Conference on Economic & Community Development in Nashville. Since the start of the new Three-Star program,

more than 27,000 Tennessee community leaders have taken part in planning, training and review sessions for certification.

"We refer to Three-Star communities as 'the best of the best'," said Barker. "Three Star sets out practical and manageable steps that, if followed, will mean better prepared communities across Tennessee."

In addition to the strategic development and leadership advantages of the Three-Star program, certified communities are also awarded points based on their applications which helped them qualify for nearly \$28 million in community development block grants administered by ECD.

Also at the 2005 Governor's Conference, ECD gave community leaders an important new tool to help



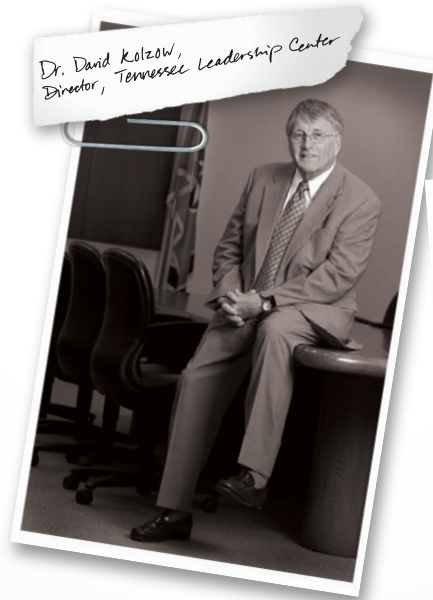
“WITH TLC, WE CAN
STRENGTHEN THE STATE’S
COMPETITIVE EDGE
AMONG SITE SELECTORS
AND INDUSTRY DECISION
MAKERS.”

-Dr. David Kolzow
Director of The Tennessee Leadership Center

them learn and share “best practices” in the area of community development by announcing the creation of the Tennessee Leadership Center. The public-private nonprofit organization is operated under the auspices of Tennessee Tomorrow, Inc. and is led by Dr. David Kolzow, a 30-year economic development veteran and former department chair at Southern Mississippi University. The goal of the TLC is to train Tennesseans in community leadership and to provide a forum for the exchange of successful strategies for community development and job growth.

“With TLC, we can strengthen the state’s competitive edge among site selectors and industry decision makers,” Kolzow said.

In less than five months, the TLC team has conducted six regional workshops across the state, training more than 400 local leaders and is spearheading the creation of a community development assessment tool, slated to be



available to Tennessee communities in 2006. TLC is also working with ECD to develop training for the Municipal Technical Advisory Service (MTAS) at the University of Tennessee and is working to bring courses certified by the International Economic Development Council to Tennessee for the first time.



MISSION ACCOMPLISHED



FASTTRACK & BERO

FASTTRACK AND BERO

MISSION: SERVICE

Since 2003, the majority of job creation in Tennessee has come from state and local governments partnering to help Tennessee companies expand. Governor Bredesen challenged state agencies to remove the barriers to growth faced by Tennessee companies and to upgrade the skills of Tennessee workers. Although media coverage often focuses on Tennessee's efforts to attract new companies to the state, it is ECD's work with the existing businesses that is the key driver of job growth across the state. ECD's FastTrack Job Training Program (FJTAP) and FastTrack Infrastructure Development Program (FIDP) are the primary sources of assistance to industries seeking to expand. FJTAP seeks to improve worker skills and earning power by assisting companies seeking to expand with their training needs. FIDP helps local communities by funding infrastructure improvements like water lines, sewer lines and roads. In 2005, 74 percent of jobs created in Tennessee came from companies with existing operations in the state.

Since the beginning of the Bredesen Administration, more than 90,000 Tennessee workers have seen their skills and earning power improve as a result of ECD and Department of Labor training programs.



In 2005, 127 companies contracted with ECD for assistance upgrading the skills of their workers, resulting in the approval of more than \$8.6 million in training grants. Through the FIDP program, more than 60 communities were able to contract with ECD to fund road, sewer and water improvements that made business development and job creation possible, resulting in more than \$25 million in grants to local communities. As a result of their certification in the Three-Star program, 17 of those communities were able to qualify for an additional

“...REMOVE THE BARRIERS TO GROWTH FACED BY TENNESSEE COMPANIES”

-Governor Phil Bredesen's challenge to state agencies.

\$198,000 in funds for which they otherwise wouldn't have been eligible. When FIDP grants are tallied along with grants and loans from the Community Development Block Grant program and grants from the Appalachian Regional Commission, ECD's program management team administered more than \$61 million in assistance to local communities.

Through the Business Enterprise Resource Office (BERO), the state of Tennessee helps small businesses and woman-owned and minority-owned businesses navigate the choppy waters of start-up and move to profitability fast. Since it's creation in August 2004, BERO has assisted more than 700 Tennessee companies with technical assistance, training, information on government bidding and procurement regulations and matchmaking events.



In 2005, BERO worked with the Governor's Office of Diversity Business Enterprise to host the U.S. Small Business Administration's Southern Regional Business Matchmaking conference for the first time in Tennessee. The event set records with more than 400 companies signing up to meet with 131 corporate and government procurement officers. About 42 percent of the companies participating were woman-owned and 56 percent were minority-owned. Another 20 percent of the companies were owned by veterans. Company owners have lauded BERO as a lifeline for Tennessee entrepreneurs. "BERO helped me sift through the red tape of starting a new business," said Mary Williamson

of Fayette Co. "They helped me complete tax paperwork, apply for a business bank account and get certified as a woman/minority-owned business."

Created by Commissioner Kisber, BERO has grown from a single staffer to seven specialists in offices across the state who held more than 350 face-to-face meetings with small and diversity businesses in 2005. Commissioner Kisber is also looking for great things from BERO in the coming year. "We've been so impressed by the success of the matchmaking event with SBA that we've decided to organize our own," he says.

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TECHNICAL ASSISTANCE, TRAINING,
INFORMATION ON GOVERNMENT
BIDDING AND PROCUREMENT
REGULATIONS AND
MATCHMAKING EVENTS.**

ECD's Energy Division also reached several significant milestones in 2005. The agency helps Tennessee businesses and local governments reduce energy costs through electrical systems upgrades, lighting improvements and other efficiencies. The Energy Division also promotes the use of alternative fuels in Tennessee and in 2005, joined with the Middle Tennessee Clean Cities Coalition to celebrate the one-billionth gallon of petroleum fuel displaced by the use of ethanol and biodiesel statewide. For its efforts to promote energy education in Tennessee public schools, ECD's Energy Division was named the "2005 State of the Year" by the National Energy Education Development organization.



MISSION ACCOMPLISHED

BUSINESS DEV. &
EXPORT TENNESSEE

**BUSINESS DEVELOPMENT AND
EXPORT TENNESSEE**

MISSION: MARKETING TENNESSEE

Tennessee's high profile job creation projects have garnered headlines, but real job growth comes from a broad-based effort to remove the barriers to growth and expansion across the state. The ability to market Tennessee as a business location is essential in order to create jobs. Governor Bredesen and Commissioner Kisber have stressed the need to "get the talk right" about Tennessee and those efforts are paying dividends. A dedicated team of business development specialists spent countless hours in 2005 working on job growth projects with business owners, corporate executives, elected officials and chamber leaders from Memphis to the Tri-Cities, with a focus always on creating higher paying, better skilled jobs for generations of Tennesseans. Those job creation efforts have

yielded tangible results. Since the start of the Bredesen Administration, ECD's Business Development division has been involved in 2,653 separate job creation projects resulting in 85,472 new jobs for Tennesseans and capital investment in Tennessee of nearly \$10.5 billion.

TOP 10 PROJECTS OF 2005

COMPANY	LOCATION	JOBS
1. Jewelry TV	Knoxville, TN	1,500 jobs
2. Nissan North America, Inc.	Franklin, TN	1,300 jobs
3. Medtronics Sofamor	Memphis, TN	800 jobs
4. T-Mobile USA	Chattanooga, TN	700 jobs
5. Denso Manufacturing	Maryville, TN	500 jobs
6. Champion Homes	Henry County	467 jobs
7. Caremark, RX	Nashville, TN	400 jobs
8. Perdue Farms	Monterey, TN	400 jobs
9. Jabil Global Service, Inc.	Memphis, TN	376 jobs
10. Brinks Home Security	Knoxville, TN	350 jobs



Tennessee was one of the first states to recognize that "getting the talk right" could not be limited to the recruitment of domestic industries either.

More than two decades ago, Tennessee leaders reached out to Japanese companies to invest in Tennessee and the result has been dramatic. During the early 1980's, Americans were fearful of the U.S. economy being overrun by foreign investment, but today Tennessee's



Australian ambassador Gary Quinlan (1) joins Governor Bredesen to launch Export Tennessee
— November 3, 2005

efforts have led to more Japanese capital investment than any other state following California. Today, more than 127,000 Tennesseans have jobs as a result of foreign investment in the state.

Commissioner Kisber has stressed the importance of taking the Tennessee story to global markets, staffing business development offices in Japan, Germany and Canada.

In 2006, Tennessee companies may discover the benefits of globalization to a greater degree than ever before. In November 2005, Governor

Bredesen, Commissioner Kisber and diplomats from the nation of Australia gathered at the State Capitol to announce the launch of Export Tennessee, a program of export education for Tennessee's small and medium-sized businesses.

The program is a collaboration between ECD and the U.S. Chamber of Commerce's TradeRoots program and will result in a series of educational programs aimed at teaching smaller companies how to identify overseas markets for their products, access assistance through the U.S. Department of Commerce and eliminate the red tape that slows down global commerce.

At the Export Tennessee announcement, Australian ambassador Gary Quinlan touted the more than \$700 million invested by Australian companies in Tennessee and urged Tennessee companies to look "down under" for profit growth. "Culturally, Australia is a good fit for Tennessee," Quinlan said. "Our long history of trade with Asian markets makes our

"TENNESSEE...ONE OF THE FIVE FASTEST GROWING EXPORT STATES IN THE U.S."

-U.S. Department of Commerce

country a good place for Tennessee companies to enter the global marketplace." In announcing the program, Governor Bredesen told reporters Commissioner Kisber will lead a trade mission of Tennessee companies to Australia in 2006.

The U.S. Department of Commerce lists Tennessee as one of the five fastest growing export states in the U.S., rising from approximately \$11 billion in exports in 2002, to more than \$19 billion in exported products in 2005.



MISSION ACCOMPLISHED

TECHNOLOGY IN
TENNESSEE

TECHNOLOGY IN TENNESSEE

MISSION: INNOVATION

With a background in technology, Governor Bredesen has made development of this important sector of Tennessee's economy a priority. That led Commissioner Kisber to appoint the state's first Director of Technology Development. Eric Cromwell, formerly of the FedEx Technology Institute, joined the ECD team and the impact was felt almost immediately. Researchers, academics and technology-focused business leaders who had previously been operating with fairly limited support, now found an ally at the state level who could connect some of Tennessee's brightest minds with each other and bring focus to finding market applications for Tennessee's most innovative ideas. Despite being home to ORNL, one of the premier research facilities in the world, statewide Tennessee lagged behind other states in the amount of federal

funding for research and had never developed a strategy for developing market applications for technology growth.

The first step was to improve Tennessee's access to federal research dollars. With that in mind, some of the state's top research leaders joined to develop a strategy around the 20-year old National Science Foundation program called EPSCoR or the Experimental Program to Stimulate Competitive Research.

The results were astonishing. The team held a series of forums across the state connecting researchers for the first time and promoting collaboration. Tennessee also began to assist researchers in filing applications with the NSF for promising projects. As a result of those efforts, Tennessee saw a 23 percent increase in the



amount of federal funding for research in Tennessee and became the first state in the history of EPSCoR to effectively "graduate" from the program.

Tennessee's focus on technology development will continue in 2006 with the roll-out of a program called Innovation Tennessee. The goal of Innovation Tennessee is to create high skill, high wage jobs in sustainable industries and to retain Tennessee's existing technology jobs. The program will be a public/private collaboration to build innovation capacity in all regions of the state and to streamline

"RESEARCHERS, ACADEMICS AND *TECHNOLOGY-FOCUSED BUSINESS LEADERS* WHO HAD PREVIOUSLY BEEN OPERATING WITH FAIRLY LIMITED SUPPORT, NOW FOUND AN ALLY..."

the process of taking ideas from the laboratory to the marketplace, creating a linked circle between those who conduct research and development, those who provide the capital to fund it and those corporations whose focus is making an innovative product a reality.

"Tennessee has incredible resources and some very forward thinking innovators," says Cromwell. "The key is to harness that energy to create jobs which benefit all Tennesseans."

To accomplish this type of transformation, Tennessee's economy will require infrastructure. Widespread deployment of advanced broadband technology to every business, home, and school across the country is an essential part of this country's competitiveness. The future of the U.S. economy as well as Tennessee's will be dependent on widespread connectivity between consumers and producers, researchers and businesses, students and teachers, governments and constituents, as well as other relationships we have yet to envision. A robust communications



infrastructure is now part of the evaluation of standard infrastructure investments that benefit society.

ECD will seek input into a new grant program to develop a comprehensive statewide strategy that builds an information highway for the 21st century. The Tennessee Community Broadband Stimulus Program will assist participating counties in advancing to the next level of broadband deployment and cyber-infrastructure development by providing access to planning grant funds, so each county can design and formalize a strategic plan.

ECD's leadership also extended to the utilization of technology as a resource for Tennessee's existing businesses as well.

In November 2005, Governor Bredesen joined with the leaders of 10 state agencies to announce the launch of the One-Stop Business Resource (OSBR), a new series of secure, online applications allowing companies to obtain licenses, permits, certificates, tax numbers and other essential tools via the www.tennessee.gov web site portal. The tool allows companies to pay basic filing fees via credit card and the result is a faster turnaround time for Tennessee companies.

"More than 16,000 companies start-up in Tennessee each year," said Governor Bredesen. "I want OSBR to simplify the process of obtaining necessary documents so business owners can focus on growing their companies and creating new jobs."



MISSION ACCOMPLISHED

TIMELINE

TIMELINE

ECONOMIC & COMMUNITY DEVELOPMENT 2005 TIMELINE

JAN	6	ECD hosts Charleston, SC Mayor Joe Riley during first-ever Main Street Summit.
	11	Metrican Stamping announces in Dickson, TN.
	19	SL Tennessee expands in Clinton, TN.
FEB	3	Basalt Specialty Products announces in Kingsport, TN.
MAR	11	Emerson Heating Products brings division HQ to Murfreesboro, TN.
	18	SI Corporation announces in Chattanooga, TN.
	23	ECD hosts SBA Business Matchmaking Conference in Nashville.
APR	13	Geometric Building Systems expands in Lewisburg, TN.
	13	Nichirin Tennessee expands in Lewisburg, TN.
	15	<u>Southern Business & Development</u> names Project New Day a “top 10 economic development project” for 2004.
	25	Commissioner Kisber attends Aichi World Expo in Japan.
	26	Southern Heritage & Shutters announces in Lewisburg, TN.
MAY	28	First Class Printing announces in Fayetteville, TN.
	5	Toyota-Bodine announces larger expansion in Jackson, TN.
	11	Jabiru Sport Craft opens in Shelbyville, TN.
	13	Women Business Owners Opportunities Conference held in Memphis, TN.
	15	15 Tennessee communities certified as TN Main Street programs.
JUNE	24	ECD launches TennesseeProspector.com for companies seeking available commercial sites.
	3	Perdue Farms announces expansion in Monterey, TN.
	8	ECD Energy Division announces \$500,000 zero-interest loan to Robertson County schools for energy cost reduction.
	10	ECD hosts 6th Annual U.S. Department of Energy Small Business Matchmaking Conference
	13	Caremark announces expansion in Nashville, TN.
	14	Brinks Home Security announces expansion in Knoxville, TN.
	17	Nissan and ECD announce plans to build Altima hybrid in Tennessee.
	21	Tennessee Bun Company announces expansion in Nashville, TN.
	28	National Energy Education Development Corporation names Tennessee “2005 State of the Year.”
JULY	30	<u>Area Development</u> magazine recognizes Tennessee's 43 job creation projects for 2004.
	21	ECD announces 80 Tennessee communities achieve certification under re-vamped Three-Star program.

ECONOMIC & COMMUNITY DEVELOPMENT 2005 TIMELINE

AUG	5	T-Mobile announces expansion in Chattanooga, TN.
	16	International Paper announces corporate HQ relocation to Memphis, TN.
	19	Edwards & Associates announces new facility in Sullivan County, TN.
	30	Annual Governor's Conference on Economic & Community Development launches with the theme "RPM: Realizing Performance Matters."
	31	Commissioner Kisber announces launch of Tennessee Leadership Center.
SEP	28	Governor Bredesen, Commissioner Kisber participate in opening of Aisin Automotive Casting, Inc. facility in Clinton, TN.
OCT	3	FabCare International announces production in Celina, TN.
	6	Wei-Chuan, world's largest Asian food manufacturer, announces in Nashville, TN.
	7	ECD and Clean Cities Coalition of Middle Tennessee celebrate one billionth gallon of petroleum-based fuel displaced by alternative fuel in Tennessee.
	10	SEYI Presses breaks ground in Coffee County, TN.
	16	Governor Bredesen, Commissioner Kisber lead trade mission to Japan, participate in Southeastern U.S.-Japan Association conference.
	17	ECD Director of Local Planning Dan Hawk named "Planner of the Year" by Tennessee Chapter of American Planning Association.
	20	Kolpak announces expansion in Decatur County, TN.
NOV	31	ECD announces Tennessee has received more than \$10 million in federal research funding from the National Science Foundation.
	3	Governor Bredesen, Commissioner Kisber join Australian Ambassador to announce launch of Export Tennessee program.
	7	<u>Site Selection</u> magazine ranks Tennessee among "top five" states in the country to do business.
	8	Commissioner Kisber convenes meeting of the Jobs Cabinet during first-ever statewide TN Manufacturing Summit.
	11	Nissan North America announces plans to relocate corporate HQ to Franklin, TN.
	15	Governor Bredesen announces One-Stop Business Resource launch on www.tennessee.gov .
DEC	21	Agri-Energy Management announces new bio-diesel plant in Lewisburg, TN.
	5	Governor Bredesen, Commissioner Kisber announce major expansion at Denso Manufacturing Tennessee in Maryville, TN.
	19	Vought announces plans to maintain assembly operations in Nashville, TN.
	21	<u>Expansion Management</u> names Tennessee No. 1 among states in debt management.

THE NUMBERS

THE NUMBERS – 2003-2005

JOB OPPORTUNITIES CREATED IN TN

85,472

NEW CAPITAL INVESTMENT IN TN

\$10.5 BILLION

JOB CREATION PROJECTS

2,653

TENNESSEE WORKERS TRAINED

90,000+

TENNESSEE COMMUNITY LEADERS
INVOLVED IN THREE-STAR PROGRAM

27,150

VALUE OF TENNESSEE PRODUCTS
EXPORTED

\$47+ BILLION

"From the assistance we offer and the customer service improvements we have made to the restructuring of our department, our efforts have created an advantageous business climate for industries to make a commitment to Tennessee"
-Commissioner Kisber

CREATIVITY

The Economic and Community Development 2006 Playbook was conceived, written and designed by the department's Communications & Creative Services staff.

Creative Services serves as an in-house design, marketing and graphics agency for the State of Tennessee. In 2005, more than 20 separate state agencies utilized Creative Services for effective marketing of state services, involving 42 separate design projects involving creative development, ad layout, media buying, and implementation of marketing plans focusing on print, electronic, web-based, radio and billboard media.

To learn more about ECD visit us on the web

www.tnecd.gov



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